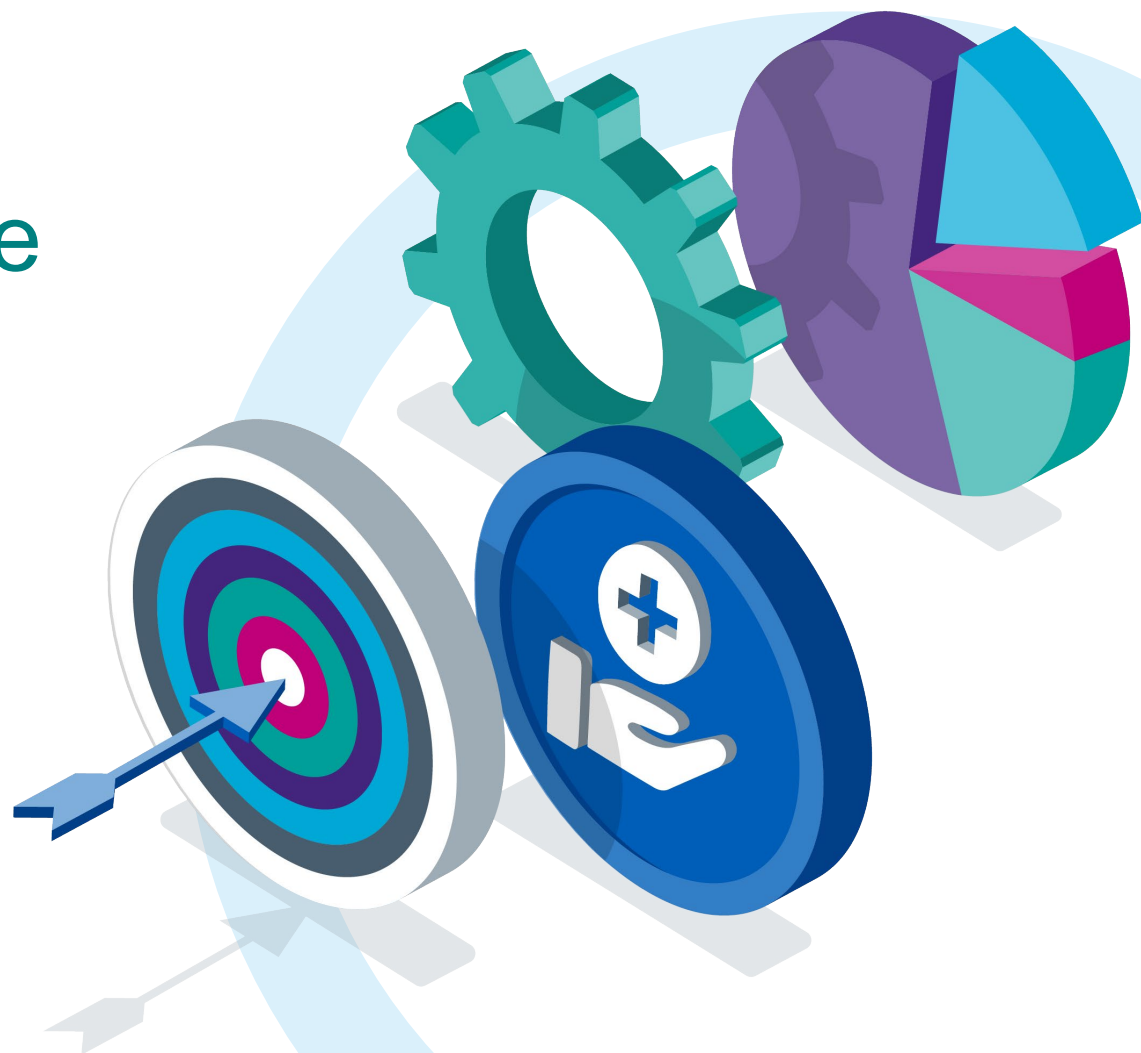


# Coventry & Warwickshire Integrated Health and Care Delivery Plan

2024/25 Review and Refresh



## Background & Context

Integrated Care Systems (ICSs) are partnerships of organisations that come together to **plan and deliver joined up health and care services**, and to improve the lives of people who live and work in their area.

The purpose of an ICS is to bring partner organisations together to:

- **improve outcomes** in population health and healthcare
- **tackle inequalities** in outcomes, experience and access
- enhance **productivity and value for money**
- help the NHS support **broader social and economic development**.

The Health and Care Act (2022) requires all ICSs to develop an Integrated Care Strategy to set out how the assessed needs (from the Joint Strategic Needs Assessments already developed by local authorities) could be met.

This strategy was developed by the Integrated Care Partnership (ICP), a statutory committee jointly formed between the NHS Integrated Care Board and all upper-tier local authorities that fall within the ICS area. The ICP brings together a broad alliance of partners committed to improving the care, health and wellbeing of the population, with membership determined locally.

## Background and Context: Integrated Care Strategy

In line with the Health and Care Act (2022), the ICS also is required develop a shared health and care system delivery plan for the Coventry and Warwickshire Integrated Care Strategy.

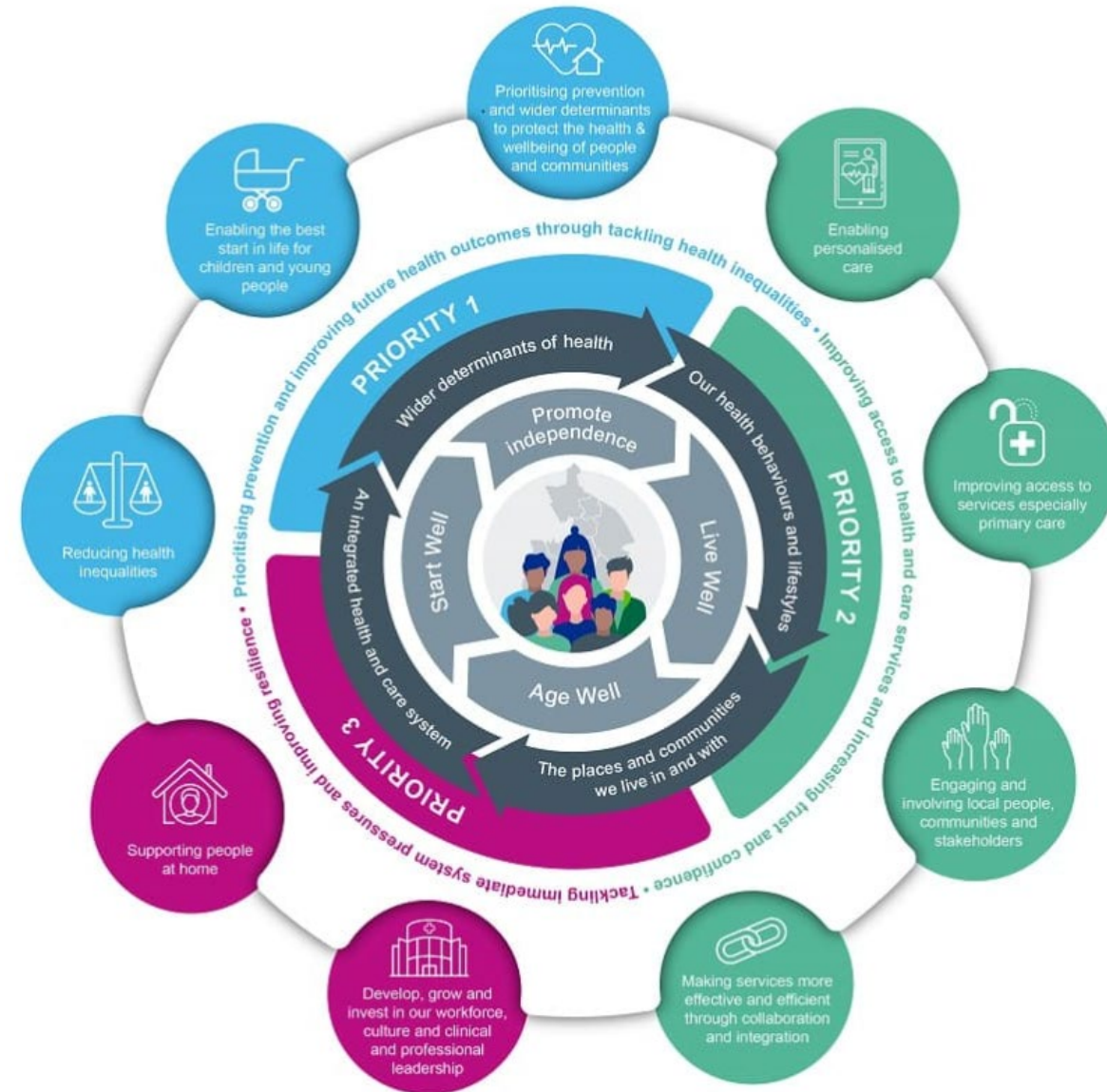
Our **Integrated Care Strategy, published in March 2023** built on this existing work and momentum to further enhance the transformative change needed to tackle the significant challenges facing health and care.

It outlined the **direction of travel for the system**, setting out how decision makers in the NHS and local authorities, working with providers and other partners including the voluntary sector, will **deliver more joined-up, preventative, and person-centred care for their whole population, across the course of their life.**

The Integrated Care Strategy **identified three priorities underpinned by nine key areas of focus**, as is outlined in the graphic.

More detail on the Integrated Care Strategy can be found here:

[Our Strategy - Happy Healthy Lives](#)



## Background & Context: Coventry and Warwickshire Integrated Health and Care Delivery Plan

During the spring of 2023, the ICB, Coventry City Council, Warwickshire County Council and other **partners in the Coventry and Warwickshire health and care system worked together to develop the Coventry and Warwickshire Integrated Health and Care Delivery Plan 2023/24 – 2027/28 (IHCDP)** – to act as the shared health and care system delivery plan for the Coventry and Warwickshire Integrated Care Strategy.

The IHCDP plan **provides the operational detail around how the strategy’s vision can and will be realised** and was informed by; Health and Wellbeing Board strategies and JSNAs, Long-Term Plan from NHS England, NHS England priorities and planning guidance, the Coventry and Warwickshire Integrated Care System Strategy.

It sets out the ICB’s aims and priorities for the following five years to ensure that the System will:

- **Respond to the three strategic priorities, nine areas of focus** and enablers identified in the Coventry and Warwickshire Integrated Care Strategy;
- **Align our priorities to those of our local Health and Wellbeing Boards** as reflected in the Coventry and Warwickshire Health and Wellbeing Strategies;
- Make tangible progress in **addressing the four core aims of our wider Integrated Care System** – improving outcomes in health and healthcare; tackling inequalities in outcomes, experience and access; enhancing productivity and value for money; and helping the NHS support broader social and economic development;
- Deliver the national **NHS Long Term Plan** and wider priorities, all of which resonate from a Coventry and Warwickshire population health perspective; and
- Meet the statutory requirements of our Integrated Care Board



# Background & Context: Developing our Strategy and Plan Together

## Working Together

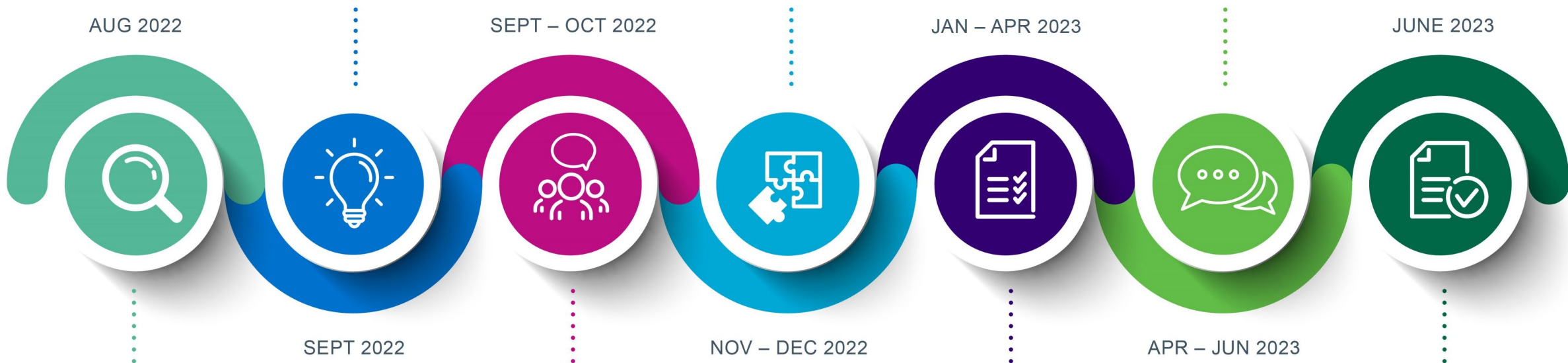
Working with local Health and Wellbeing Boards and wider stakeholders to develop the first set of priorities and areas of focus.

## Develop Strategy

Ongoing work with our stakeholders to develop an Integrated Care Strategy which addresses local priorities effectively. Key themes emerging from local engagement included access to services, trust in services and digital inclusion.

## Engage

Further engagement with stakeholders, communities and partners to shape and inform the development of the Integrated Health and Care Delivery Plan. Ongoing opportunity for people to feedback on our priorities through the ICS website.



### Scope

We gathered insight from local communities from all of our partners across the Integrated Care System to understand what people had already told us and where there were gaps in our knowledge. This insight was themed and shared with all those working on developing content for the Strategy to make sure local priorities would be reflected.

### Engage

Engagement across Coventry and Warwickshire to hear about local community priorities and what people thought we should focus on, with a particular emphasis on those with protected characteristics and groups that experience health inequalities.

### Plan

Development of the Integrated Health and Care Delivery Plan to act as the delivery plan for the Integrated Care Strategy and respond to the priorities, areas of focus and enablers set out in the Strategy.

### Publish

Publication of the final versions of the Integrated Care Strategy and the Integrated Health and Care Delivery Plan.

## Background & Context: Annual Review

As we come towards the end of the first year of the plan, this document seeks to undertake a review of progress made against the three strategic priorities and nine areas of focus as set out in the Coventry and Warwickshire Integrated Health and Care Plan:

- Taking account of the **progress made in the first nine months, capturing the key areas of success**, implementation and outcomes, and
- Reflecting any **changes required due to new or emerging issues or requirements**, be they related to national planning guidance requirements, or locally identified service delivery opportunities and issues.

The full Integrated Health and Care Delivery Plan can be read here:

[Coventry and Warwickshire Integrated Health and Care Delivery Plan - Happy Healthy Lives](#)

# KEY ACHIEVEMENTS: Prioritising Prevention and Improving Health Outcomes Through Tackling Health Inequalities



## Reducing Health Inequalities

### Key Achievements:

1. **Refreshed ICS Healthcare Inequalities Strategy:** Completion and endorsement of the refreshed ICS Healthcare Inequalities Strategy, which not only builds upon the original strategy but also recognises the work completed to date, and incorporates a robust delivery plan focused on the Core20Plus5 and transformation priorities.
2. **Innovation Fund:** 29 projects funded and implemented, targeting Core20Plus5 priorities and innovative approaches to tackle health inequalities. Mental Health Inequalities Fund launched via the Mental Health Collaborative. Case studies under development, with Monitoring & Evaluation Framework to support evaluation.
3. **Implementation of HEAT assessments:** Embedded as business as usual for service and policy reviews, redesign and commissioning. Support is provided for completion of HEATs to ensure quality and consistency, with significant action plans in place as a result of completion.

**2024/25 Focus: Increase the % of patients with hypertension treated to NICE guidance and with a CVD risk score greater than 20% on lipid lowering therapies, continue to address health inequalities and deliver on the Core20PLUS5 approach, and standardise reporting requirements for the Health Inequalities Legal Duties**



## Prevention & Wider Determinants

### Key Achievements:

1. **Long Term Plan Prevention Project Lead:** Working across the system, developing a Prevention Framework focussing on tobacco dependency, obesity, alcohol and secondary prevention and establishing a Prevention Board to provide oversight.
2. **Enhanced Nicotine Replacement Therapy Services:** Implementation of equitable access to nicotine replacement therapy across acute and maternity pathways, along with the development of a whole pathway service ensuring referral to community stop smoking services at discharge, supported by communication resources to facilitate patient engagement.
3. **Focused Support for Newly Arrived Communities:** Oversight Strategic Group to ensure appropriate physical healthcare, tailored mental health support for migrant, refugee and asylum seeker communities. Implementation of the **Health Access for Refugees programme** in Coventry, funded through the Health Inequalities Innovation Fund, utilising innovative approaches such as the Connector model, and AI to address healthcare issues, initially focusing on vaccinations and maternity,

**2024/25 Focus: Continuation of Plan**

## KEY ACHIEVEMENTS: Prioritising Prevention and Improving Health Outcomes Through Tackling Health Inequalities



### Best Start

#### Key Achievements:

1. Establishment of **Children and Young People Partnership and Transformation Group**, and overarching governance
2. **Asthma Care:** Implementation of **the local year 2 Asthma Care Bundle Action Plan**
3. **Diabetes and Epilepsy:** Developed **Annual Action Plan for Diabetes and Epilepsy**
4. **Special Education Needs and Disabilities (SEND):** Collaboratively co-produced the **integrated SEND Data Set** with partners across the system alongside the establishment of a quality assurance framework with providers to enhance understanding of commissioning effectiveness for children and young people with SEND.
5. **Core 20 plus 5:** Development of the plus groups for Children and Young People; ongoing engagement with system partners as part of ongoing workplan

2024/25 Focus: Continuation of Plan



### Maternity & Neonatal

#### Key Achievements:

1. **Perinatal:** Development and implementation of **perinatal optimisation pathway and pre-term birth prevention** in response to perinatal mortality rates
2. **CQC rating** and compliance, with **all three maternity units being rated as Good** and two units having a rating of Outstanding for being well-led, demonstrating progress against the implementation of national initiatives including Ockenden and Saving Babies Lives Care Bundle v2/3.
3. **System-wide Team Development:** Implemented a system-wide approach to initiative and team development, integrating neonatal care within the Local Maternity and Neonatal System programme, which includes establishing a comprehensive **system wide Allied Health Professional Neonatal team, Neonatal Community Outreach Team and Neonatal counselling support.**

2024/25 Focus: Continued growth of the Maternity and Neonatal Voices Partnership to ensure our service user group reflects the culture and diversity of the community. Continuing to evolve our approach towards embedding equity and equity.



## KEY ACHIEVEMENTS: Improving Access to Health and Care Services and Increasing Trust and Confidence



### Personalisation

#### Key Achievements:

1. **Primary Care:** embedding personalisation within population health management interventions, targeting cohorts with health inequalities; **ARRS Peer Support Network established**, supporting the development of personalised care skills in primary care.
2. **Launch of the C&W Personalised Care Maturity Framework** to enable our health and care organisations to benchmark against good practice methodology, identify areas of weakness, and develop appropriate improvement plans. Supporting our trusts in annual Business Development Planning.
3. **Roll out of Personalised Care training for C&W trusts and ICS workstreams:** funded training for each organisation to support the embedding of personalised care across clinical specialties.

**2024/25 Focus:** taking the learning from our organisation, pathway and cross-System workshops and developing a System-wide training framework



### Involvement & Communities

#### Key Achievements:

1. **Involvement Coordination Network: Established in November 2023 – bringing together all the partner organisations** of the ICS, Healthwatch, and representatives of the VCFSE to work together to drive forward the critical actions outlined in the Communities Strategy.
2. System-wide agreed commitment to a **joint approach to communicating** our involvement activities around health and care and **development of Involvement Hub** on the ICS website, including a forward calendar of involvement across the system and an insight repository
3. **Insight activity** to support Winter planning, establishing a base line for understanding levels of trust in the local NHS, residents understanding of services available and enabling targeted messaging and involvement to support access over the winter period.

**2024/25 Focus:** Development of the framework to understand what good looks like locally and how we as a system are able to evidence that we put people at the heart of everything that we do throughout our decision making on service transformation and change.



### Collaboration & Integration

#### Key Achievements:

1. **Community Integrator:** Review of Out of Hospital services across Coventry and Warwickshire in partnership with the Care Collaboratives, resulting in the **development of the Community Integrator** Commenced Procurement process to identify Lead Providers with **new services being implemented from Q1 2024**.
2. **End of Life Strategy:** Palliative and End of Life Care Strategy 2024-9 and Delivery Plan 2024-6 **approved and launched 31st Jan 2024**. The 2023 Action plan was completed and dovetailed into the 2024-26 Delivery Plan which commenced in Jan.

**2024/25 Focus:** Mobilisation of Community Integrator services, including wide-scale transformation integrating Social Care, Voluntary Sector, Acute, Community, Primary Care services and developing Integrated Neighbourhood Teams across Coventry and Warwickshire, improving community services waiting times, focusing on reducing long waits.

## KEY ACHIEVEMENTS: Improving Access to Health and Care Services and Increasing Trust and Confidence

### Key Achievements:

1. **Primary Care Access Recovery Plan:** Development and Implementation of Recovery Plan and associated governance to support monitoring and delivery, resulting in **an increase in GP Appointments by over 110,000 appointments across Coventry and Warwickshire** (year to date).
2. Patient Experience: Percentage of patients who have a **positive experience of their GP practice** across the ICB stands at **74% - above regional and national levels of 69.5% and 71% respectively.**
3. Safe Transition working alongside other ICBs across the West Midlands to develop and embed the operational model for **delegated commissioning of Pharmacy, Optometry and Dental services**



### Primary Care

**2024/25 Focus: Continue to improve access to Primary Care. Developing a clear strategy for Primary Care that enables general practice alongside wider primary care to be an effective and influential partner in the ICS – this strategy will be developed during the first half of 2024/25 and include engagement across ICS stakeholders.**

### Key Achievements:

1. **Expansion of Urgent Community Response:** Continued growth and enhancement of Urgent Community Response programme, including participation in regional pilot with WMAS to ensure patients over the age of 75 are treated and supported closer to home where possible, reducing hospital conveyance.
2. **Increase in Virtual Ward Capacity:** Significant expansion of Virtual Ward capacity by nearly a quarter, **rising from 141 to 175 'virtual beds'** between April 2023 and January 2024. Achieved by a combination of recruitment and continual service improvement, with recent trials of a Paediatric Virtual Ward by Warwick Hospital
3. **Procurement of New NHS 111 Service:** Procured across East and West Midlands, which will **go live on 9<sup>th</sup> April 2024**



### Urgent Care

**2024/25 Focus: Designing and developing our integrated urgent care models, including GP Out of Hours, making it easier for people to access the right care and guaranteeing same day care for those patients who need it. Improve 2023/24 performance including a minimum of 77% patients seen within 4 hours in March 2025 and Category 2 ambulance response times to average no more than 30 minutes across 2024/25.**

### Key Achievements:

1. **Waiting List Reduction:** Good progress against national waiting list reduction requirements with **significant reduction in over 65 week waiters across all 3 Trusts.**
2. **New Pathway Development –** Development of new pathways and commissioning approaches across a range of elective care pathways including **Ophthalmology, Gynae, and Dermatology**, including procurement of **new Community Dermatology Service** to ensure equitable access across Coventry and Warwickshire.
3. **Cancer:** Good progress against 28 day faster diagnosis targets, **all 3 Trusts on track to deliver 75% by end of 2023/24**



### Elective Care

**2024/25 Focus: Continue to develop Community Diagnostic Centres and increase the % of patients receiving a diagnostic test within six weeks compared to 2023/24, meet waiting list reductions – eliminating 65 weeks by September 2024, and deliver increased performance for Cancer Faster Diagnosis from 75% to 77%, and 62-day standard to 70% by March 2025.**

## KEY ACHIEVEMENTS: Improving Access to Health and Care Services and Increasing Trust and Confidence



### Mental Health

#### Key Achievements:

1. **Improvements in Talking Therapies:** Secured grant funding for Voluntary Community and Social Enterprise (VCSE) grassroots organisations to boost uptake among underrepresented groups and gather insights for culturally sensitive improvements.
2. **Integrated Delivery of Mental Health Services:** Established integrated working and delivery across primary care, secondary care and VCSE partners, at Place and PCN levels through the delivery of our Community Mental Health Transformation programme, **increasing the number of people with a serious mental illness receiving a physical health check each year.**
3. **Improvements in Ambulance Mental Health Services:** Increased mental health expertise in ambulance services, embedding **mental health professionals in all Emergency Operation Centres by the end of 2023/24** and improving training for ambulance staff to enable effective response to those in mental health crisis.

**2024/25 Focus: Working towards delivering the Mental Health Standard, improving access to Dementia diagnosis and care, Perinatal mental health services, and NHS Talking Therapies. Continued work across the System with Acute colleagues to improve patient flow to reduce pressure in crisis and acute care.**



### Learning Disabilities & Autism

#### Key Achievements:

1. **Reduction in Autism Diagnostic Assessment Waiting Times:** Achieved a significant reduction in the waiting time for autism diagnostic assessments for children and young people, accompanied by the development pre and post- diagnosis of support resources including advice and support resources.
2. **Launch of Learning Disability Friendly Badge:** Introduced the Learning Disability Friendly Badge for Primary Care in September 2023, enabling General Practice to work towards accreditation by meeting a set criteria, co-produced with local experts by experience.
3. **Implementation of Oliver McGowan Mandatory Training:** Launch Oliver McGowan Mandatory Training on Learning Disabilities and Autism in November 2023, aimed at increasing awareness of the needs of people with LD/A and providing paid employment opportunities for local experts by experience.

**2024/25 Focus: Continuing work with system partners to reduce reliance on inpatient provision for people with LD/A, avoiding unnecessary admissions and ensuring timely discharge to personalised community based care and support packages for people who are in receipt of inpatient care.**

## KEY ACHIEVEMENTS: Improving Access to Health and Care Services and Increasing Trust and Confidence



People at Home

### Key Achievements:

1. **Coventry: Improving Lives** – Development and implementation of three **One Coventry Integrated Teams (OCIT)** which consist of **multi-disciplinary health and social care professional** supporting **hospital discharges, urgent care demand in the community and at the acute front door**. Ongoing trials to improve hospital discharges processes at A&E and across wards to maximise the support and effectiveness of the ‘pull model’ with the OCIT teams.
2. **Warwickshire: Hospital Discharge Community Recovery Service** - Successful completion of the Hospital Discharge Community Recovery pilot demonstrating **reduced length of stay and bed days lost** by decreasing the number of people staying in an acute hospital who could be at home (Packages sourced on average in 1.3 days compared to standard timescales of 4.5), and increased numbers of people receiving rehabilitation and recovery services after an acute hospital admission and therefore **increasing people’s functional outcomes**.

2024/25 Focus: Continuation of plan



Workforce

### Key Achievements:

1. **Wellbeing initiative including health care kiosks**, psychological first aid and menopause resources have supported a **reduction in rolling absence rates to 5.3%**
2. **Employability project** launched in September to create meaningful and accessible education, employment and training opportunities to ensure diversity and inclusivity. 257 participants in four months, and 7.25% positive individual outcomes
3. **Adult Nursing growth (P1K)** project has **increased placements for student nurse, increased nurse associate training** places and developing further apprenticeship opportunities working with university and colleges. Retention initiatives include: flexible rostering pilots initiated; legacy mentorship approved. **Adult nursing workforce growth of 4.9%**, And **reduced system turnover to 11%**

2024/25 Focus: Continuation of plan. Planned launch of equality , diversity & inclusion strategy & delivery plan.

# KEY ACHIEVEMENTS: Creating Conditions for Change to Happen

## Population Health Management

### Key Achievements

1. **ICS-wide PHM Platform** implemented identifying groups of patients to facilitate integrated teams to design & deliver interventions addressing variation in needs at place & neighbourhood level.
2. **Core20+** - providing analytical leadership, capability/dashboards across the ICS to support the Core20+ agenda System to Person.
3. **82% of GP data** is available to move into the intelligence, intervention and incentivisation and impact on the drivers of multi-morbidity.

**2024/25 Focus: Delivery of a PHM Finance Resource Allocation transformation workstream.**

## Digital

### Key Achievements

1. Refreshed ICS **Digital Transformation Strategy**
2. **Integrated care record sharing**
3. **Digital Transformation Framework:** Baseline assessments and compliance plans linked to the national framework on 'What Good Looks Like'

**2024/25 Focus: Adding value to staff, patients, and citizens as outlined in our ICS Digital Transformation plan, including benefits realisation of existing digital offerings and develop our Cyber Security Strategy.**

## Climate Change

### Key Achievements

1. **Training and Education** - ICB Board and Senior Leadership Team
2. **Governance structures** for effective delivery – Medicines, travel and transport and Inhalers working groups.
3. **Reduced ICB Carbon footprint** – Removal of void space has resulted in less Carbon production.

**2024/25 Focus: Primary Care engagement and key work areas including focus on inhaler prescribing to dry powder inhalers, Procurement opportunities and focus on social & economic value aligned to Greener Delivery Plan, Adaptation Plan**

## Estates

### Key Achievements

1. **Reduction of void space within CWICS** – Total cost removal £635,233
2. **Development of a systemwide Infrastructure Strategy:** Aligned to previous Strategy and workstreams that will allow us to develop a systemwide delivery plan.
3. **Mobilised ICB office accommodation review** – Agreed collaborative office accommodation approved by both Local Authority and ICB

**2024/25 Focus: Ensure effective workstreams aligned to systemwide Infrastructure Strategy relaunch, and enact ICB move to Local Authority bases**

## Medicine Optimisation

### Key Achievements

1. **Covid Medicines Delivery Unit** established with equitable patient access across C&W
2. **Antimicrobial Resistance (AMR) Strategy** Group established across the system, with agreed Terms of Reference
3. Implemented **Community Pharmacy Consultation Service and Discharge Medicines Service**

**2024/25 Focus: Mobilise new Pharmacy First model, increasing awareness and uptake, Community Pharmacy Independent Prescribing Service Pathfinder Service, and develop local response to the national AMR strategy expected in April 20224**

## Research & Innovation

### Key Achievements

1. **Research Engagement Network (REN):** NHSE Funding for Network to support underserved communities to reduce health inequalities
2. **West Midlands Secure Data Environment:** Supporting 'PathLAKE' project advancing Artificial Intelligence in pathology.
3. **Pharmacy Springboard Project:** Research evaluating pharmacy services

**2024/25 Focus: Leveraging research base, Trusts, Primary Care: develop strategy, engage stakeholders, maximize system value.**



# KEY ACHIEVEMENTS: Transforming our System

## Warwickshire Care Collaborative

### Key Achievements

1. **Hospital Discharge Community Recovery Service**
2. **Community Integrator** – Supporting the development of the commissioning intentions for the future Community Integrator Service using partnership approach
3. **Matrix Team** progressing development of the Care Collaborative from Stage 1 (consultative Forum) to Stage 2 (Committee of ICB)

**2024/25 Focus: Implementation of Care Collaborative Committee from Q1 2024/25**

## Coventry Care Collaborative

### Key Achievements

1. **Improving Lives**
2. **Community Integrator** – Supporting the development of the commissioning intentions for the future Community Integrator Service using partnership approach
3. **Matrix Team** progressing development of the Care Collaborative from Stage 1 (consultative Forum) to Stage 2 (Committee of ICB)

**2024/25 Focus: Implementation of Care Collaborative Committee from Q1 2024/25**

## Primary Care Collaborative

### Key Achievements

1. **Single General Practice voice** across system.
2. Leading on the development and engagement of the Strategy across the sector
3. Supporting and **coordinate general practice** representation in ICS transformation programmes;

**2024/25 Focus: Develop and implement Primary Care Strategy.**

## Acute Provider Collaborative

### Key Achievements

1. **Community Dermatology rollout**
2. Approval and establishment of a **Cardiology Vascular Network** with agreed priorities
3. Approval and establishment of a **Urology Area Network**
4. **Review of Oncology services across CWICS** via collaborative developments with NHSE Specialised Commissioning

**2024/25 Focus: Continued development of Networks and Service Reviews (Urology, ENT, Oncology, Gynae, Ophthalmology and Dermatology)**

## Mental Health Collaborative

### Key Achievements

1. Collaborative well established and developing a Mental Health strategy
2. Prioritised **£1m investment to reduce local inequalities** in mental health, targeting those who are most at risk
3. Signatories to the **OHID Prevention Concordat** for Better Mental Health

**2024/25 Focus: Focusing on the development of an early intervention and prevention offer**

## Learning Disability & Autism Collaborative

### Key Achievements

1. Collaborative well established, effectively co-chaired by Expert by Experience and System Leaders.
2. **Sustainability plan for the LDA programme**, including transfer of clinical commissioning capacity and programme leadership to CWPT.
3. **Local LDA health inequalities steering group** with a particular focus on intersectionality

**2024/25: Continue collaborative efforts with partners to reduce inpatient reliance, ensuring timely discharge to personalized community care.**

# KEY ACHIEVEMENTS: Transforming our System

## Performance

### Key Achievements

1. **ICB National Oversight Framework (NOF) Segmentation improvement** – moving from Segment 3 to 2, becoming the top ranking System across the West Midlands
2. **Provider Segmentation improvement** at UHCW and GEH both moved from Segment 3 to Segment 2
3. **Performance and Assurance Framework** in place, with routine monitoring through committees and Board

**2024/25 Focus:** Working collaboratively with Business Intelligence Team to further develop Health Inequalities Reporting, and progress Care Collaborative assurance reporting.

## Quality

### Key Achievements

1. **Patient Safety Incident Response Framework (PSIRF)** implementation
2. Implementation of **Quality Assurance Framework.**
3. Development of the **Quality Self-Assessment Tool Kit.**

**2024/25 Focus:** Developing robust mechanisms to involve and listen to the population, gathering and analysing quantitative and qualitative experiences. Embedding PSIRF and System Quality Strategy.

## Finance

### Key Achievements

1. **Forecast balanced system** revenue and capital spend for 2023/24.
2. **Value for Money (VfM)**, Joint work with LAs in sustainability and VfM of care at home and residential packages of care.
3. **Population Health Management** - Investment on the local PHM Platform to support Place level financial decisions.

**2024/25 Focus:** Productivity and VfM across health and social care, and produce 3 year Recovery Plan to tackle underlying deficit.

## Clinical Professional Leadership

### Key Achievements

1. Expanded and strengthened quality escalation processes and the **System Quality Board**
2. Established the **System Clinical & Care Forum** and several **System Clinical Networks**
3. Agreed the launch of a **System Clinical Leadership Development Programme**

**2024/25 Focus:** Expanding and strengthening Clinical Networks, Further developing our Quality Surveillance System, Developing Clinical Leadership in Care Collaboratives

## Safeguarding

### Key Achievements

1. **Serious Violence Duty Compliance:** Collaborated with specified authorities to fulfil statutory requirements, completing Strategic Needs Assessments for C&W
2. **Offensive Weapons Homicide Review Pilot:** Successfully completed the Offensive Weapons Homicide review pilot in Coventry. Working with partners and the Home Office to enhance processes and share insights.
3. **Safeguarding Assurance and Accountability Framework** compliance

**2024/25 Focus:** Statutory duties compliance, achieving population-level safeguarding outcomes. Implement Working Together 2023 revisions and Child Death Overview Panel transfer



## Policy Statement: What changes are we making for 2024/25?

- As we enter the ninth month of our five-year plan, this review **demonstrates the significant progress made throughout 2023/24**, and brings us closer to realising our vision for the population of Coventry and Warwickshire. However, we acknowledge that this **journey is still in its early stages**, and there remains a considerable distance to cover.
- We understand the **importance of fostering public confidence, and therefore, we are steadfast in our commitment to fulfilling the promises outlined in our original plan**. We remain dedicated to delivering the necessary changes across our system to improve the well-being of our communities.
- While **minor adjustments** have been noted under the 2024/25 focus areas, we **do not propose any significant alterations to our course of action**. We believe in the importance of continuity and staying true to our initial plan to drive the transformation required within our system.
- Moving forward, we will **continue to prioritise transparency, accountability, and engagement with our stakeholders**. We will remain vigilant in **monitoring our progress**, identifying areas for improvement, and making necessary adjustments to ensure the success of our initiatives. Our dedication to delivering positive outcomes for the residents of Coventry and Warwickshire remains unwavering.